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AUTHOR Burk, James M.
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ABSTRACT

Student enrollment in Pennsylvania public schools continues to decline, but school costs continue to rise. In the next 5 years, the Northern Area of Allegheny County will lose the equivalent of one of the larger school districts. Substantial cuts in teaching and administrative positions have already taken effect. Over the last 25 years, Northern Area school districts have been involved in a number of cooperative efforts, including the establishment of a special education center, a technical school, and a joint purchasing program. Recent enrollment data have led to the suggestion that additional cooperative programs be instituted in such areas as energy management, maintenance supervision, and transportation management. Northern Area superintendents have already endorsed workshops on child abuse, and a January 1982 meeting of the committee selected to discuss Long Range Plans for School Improvement has isolated curriculum and instruction, instructional concerns relative to management, management issues, and staff development as four major areas of concern for a meaningful and lasting program of school improvement. The current financial situation dictates an increasing need for cooperative ventures among school districts. Included in this paper are four lengthy appendixes with numerous charts and tables concerning Northern Area Allegheny school districts. (JBM)

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TECHNICAL ASSISTANCE FOR SCHOOL IMPROVEMENT IN A DECLINING ENROLLMENT

James M. Burk
Fox Chapel Area School District

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General Statement

Throughout many regions in the Commonwealth there is an obvious decline in the number of students in school and the decline is continuing quite substantially. Even though the student decline is great, school costs continue to rise. In most cases this increase in school expenditures has gone beyond local taxpayers' ability to pay and in a depressed economy the situation is growing worse.

This report will reflect on the general and student populations, some staffing statistics, cooperative programs initiated and suggestions for future cooperative ventures.

Population

The following two tables deal with the general population and student enrollments in the Northern Area of Allegheny County. It can be seen that even though some of the areas have experienced a decline in population, the regional summary shows an overall population increase of about one percent.

When the school enrollment data are examined the picture is drastically different. In a period from 1980-81 to 1986-87 it is anticipated that the Northern Area will have 9,000 fewer students in school; the number from the current term 1981-82 to 1986-87 is about 7,450.

From a review of the school enrollment data it is apparent that in the next five eyars the Northern Area will lose the equivalent of one of the larger school districts.

(Attached to this report as Appendix A is the complete report as it was submitted to the Northern Area Superintendents.)

EA 016 628

PERSONS BY RACE AND SPANISH ORIGIN AND HOUSING UNIT COUNTS: 1980

Place	Persons									Housing Units		
				Race								
	1980	1970	Percent Change 1970 to 1980	White	Black	Am. Indian Eskimo, & Aleut	Asian & Islander	Other	Spanish Origin	1980	1970	Percent Change 1970 to 1980
Pennsylvania	11,866,728	11,800,766	0.6	10,654,325	1,047,609	9,459	64,381	90,954	154,004	4,597,412	3,927,206	17.1
Allegheny County	1,450,085	1,605,133	-9.7	1,286,603	150,246	1,003	7,737	4,496	8,175	570,970	533,554	7.0
Northern Area	221,375	219,886	0.7	217,972	1,730	99	1,216	355	1,033	82,106	67,116	22.3
Avonworth	9,077	10,291	-11.8	8,844	192	5	18	18	31	3,329	3,066	8.6
Ben Avon	2,314	2,713	-14.7	2,230	63	1	9	11	11	863	908	-5.0
Ben Avon Heights	398	443	-10.2	392	2	4	-	-	5	143	145	-1.4
Emsworth	3,074	3,345	- 8.1	2,971	93	-	5	5	8	1,279	1,066	20.0
Killbuck Township	1,219	1,694	-28.0	1,186	32	-	1	-	3	321	331	-3.0
Ohio Township	2,072	2,096	- 1.1	2,065	2	-	3	2	4	723	616	17.4
Babcock	11,657	12,078	- 3.5	11,535	52	13	41	16	62	4,135	3,401	21.6
Pine Township	3,908	4,259	- 8.2	3,887	13	-	8	-	16	1,248	1,135	10.0
Richland Township	7,749	7,819	- 0.9	7,648	39	13	33	16	46	2,887	2,266	27.4
Deer Lakes	14,064	14,042	0.2	13,936	66	10	32	20	48	5,002	4,286	16.6
East Deer Township	1,658	2,081	-20.3	1,606	42	4	-	6	9	721	728	-1.0
Frazer Township	1,509	1,887	-20.0	1,504	-	1	3	1	-	536	556	-3.6
West Deer Township	10,897	10,074	8.2	10,826	24	5	29	13	39	3,825	3,002	27.4
Fox Chapel	29,650	30,415	- 2.5	29,040	244	13	283	70	223	10,974	9,287	15.3
Aspinwall	3,284	3,541	- 7.3	3,271	1	7	3	2	9	1,530	1,306	17.2
Blawnox	1,653	1,907	-13.3	1,636	1	-	13	3	1	737	684	7.7
Fox Chapel	5,049	4,684	7.8	4,929	16	1	90	13	23	1,630	1,338	21.8
Indiana Township	6,080	5,621	8.2	5,970	80	-	16	14	17	2,034	1,606	26.7
O'Hara Township	9,233	9,209	0.3	8,938	101	4	160	30	92	3,004	2,502	20.1
Sharpsburg	4,351	5,453	-20.2	4,296	45	1	1	8	81	2,039	1,851	10.2
Hampton	14,260	12,515	13.9	14,120	73	1	48	18	42	4,874	3,423	42.4
Hampton Township	14,260	12,515	13.9	14,120	73	1	48	18	42	4,874	3,423	42.4
North Allegheny	36,243	31,591	14.7	35,634	196	9	319	85	148	12,384	8,885	39.4
Bradford Woods	1,264	970	30.3	1,263	-	-	-	1	4	419	276	51.8
Franklin Park	6,135	5,310	15.5	6,071	4	-	51	9	25	1,972	1,494	32.0
Marshall Township	2,594	2,907	-10.8	2,575	10	-	9	-	4	900	798	12.8
McCandless Township	26,250	22,404	17.2	25,725	182	9	259	75	115	9,093	6,317	43.9
Northgate	16,368	18,596	-12.0	15,957	342	17	24	28	58	7,803	7,074	10.3
Avalon	6,240	7,010	-11.0	6,058	165	5	7	5	21	2,838	2,527	12.3
Bellevue	10,128	11,586	-12.6	9,899	177	12	17	23	37	4,965	4,547	9.2
North Hills	42,750	41,204	3.8	42,003	435	10	255	47	200	16,417	12,677	29.5
Ross Township	35,102	32,892	6.7	34,394	421	8	237	42	149	13,306	9,822	36.3
West View	7,648	8,312	- 8.0	7,609	14	2	18	5	51	3,031	2,855	6.2
Shaler	47,306	49,154	- 3.8	46,903	130	21	196	53	221	17,108	15,017	13.9
Etna	4,534	5,819	-22.1	4,492	7	1	29	5	53	1,926	2,066	-6.8
Millvale	4,754	5,815	-18.2	4,736	-	8	3	4	13	2,142	2,111	1.5
Reserve Township	4,306	4,151	3.7	4,233	62	1	1	9	8	1,503	1,226	22.6
Shaler Township	33,712	33,369	1.0	33,442	61	11	163	35	147	11,537	9,614	20.0

Source: 1980 Census of Population and Housing - Advance Reports
PHC80-V-40 Pennsylvania
U. S. Department of Commerce
Bureau of The Census

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Table 2

Northern Area Schools of Allegheny County

PAST AND PROJECTED STUDENT ENROLLMENT
BY GRADE AND YEAR FROM 1980-81 to 1986-87

SCHOOL DISTRICT_____

Composite Summary

STUDENT ENROLLMENT							
GRADE	ACTUAL		PROJECTED (FIVE YEARS)				
	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87
K	2275	2249	2344	2315	2310	2365	2389
1	2532	2434	2260	2294	2142	2188	2230
2	2486	2441	2447	2336	2256	2164	2205
3	2765	2529	2498	2465	2239	2217	2120
4	3162	2854	2566	2616	2451	2284	2257
5	3304	3107	2870	2635	2550	2465	2300
6	3387	3297	3064	2866	2528	2503	2423
Ungraded Elem	227	216	207	199	190	183	175
7	3447	3421	3420	3261	2932	2638	2611
8	3619	3441	3319	3319	3125	2877	2601
9	3936	3687	3531	3452	3460	3226	2954
Ungraded Junior	73	65	69	68	67	62	61
10	3802	3824	3591	3439	3291	3325	3094
11	3989	3770	3761	3572	3381	3259	3295
12	3817	3869	3587	3630	3400	3237	3128
Ungraded Senior	185	186	182	179	170	167	162
Total	43023	41430	39716	38646	36492	35160	34005
Total ET K-6	20158	19187	18256	17726	16666	16369	16099
Total Jr 7-9	11075	10614	10339	10100	9584	8803	8227
Total Sr 10-12	11790	11649	11121	10820	10242	9988	9679

Staffing Statistics

Early in the 1981-82 School Year a five-year management data report was completed under the supervision of Dr. Wayne Brandon, Associate Executive Director of the Allegheny Intermediate Unit. Subsequently the report was modified to include not only the Intermediate Unit data, but also separate data for the nine school districts in the Northern Area of Allegheny County. (The entire report is included as Appendix B).

Table 7, page 101 deals with the reduction of positions over a five year period. It shows that in all categories 1739.5 positions were eliminated in the County, 350.6 of which were in the Northern Area. On page 102 of the report Table 8 shows that approximately 380 positions were added County-wide. One hundred thirty-eight were in the Northern Area. Tables 9a and 10 also include staffing information. The table of greatest interest in any discussion on school improvement and technical assistance is Table 20. It relates specifically to administrative and supervisory staffing. In the five-year period 75 adminsitrative positions were dropped in Allegheny County and 40 were added. In the Northern Area the comparable figures were 9 and 11.

A closer review of Table 20 shows that while many of the reductions came in general administrative positions, the additions were in areas more closely related to the instructional program.

Cooperative Programs

For almost twenty-five years there has been a history of cooperative efforts between the Northern Area school districts. These efforts began when there were 14 school districts in the area. As a result of reorganization the number was reduced to nine. The reorganization movement itself was a gigantic cooperative effort. The first common project was the establishment of the first special

education center in Allegheny County. Subsequently a technical school followed. In time the technical school was expanded to include vocational education. Then a second special education center was constructed. About three years ago this same group of school districts established an alternative high school for secondary students who are not responding in a positive way in their home high school. Other projects begun in the Northern Area were a joint purchasing program and a regional substitute call-in service. The joint purchasing program is now an Intermediate Unit Project and includes many school districts in Allegheny County.

Future Cooperative Ventures

When the enrollment data were presented to the Northern Area Superintendents it was suggested that consideration be given for either the region or clusters of schools to do some things on a cooperative basis or share in the administration and supervision of certain programs. Items identified at the time for consideration were:

1. Energy management.
2. Maintenance supervision and facilities inspections.
3. Transportation management and supervision.
4. Business services including purchasing.
5. Personnel matters including negotiations.
6. Auxiliary services.
7. Curriculum development and supervision and coordination of various special education programs.

Growing out of the desire to begin working on common problems the Northern Area Superintendents endorsed workshops on Child Abuse. Approximately 60 professional staff members including superintendents, principals, directors, psychologists, counselors, nurses and teachers participated in the two workshops. Copies of the Workshop Agenda are included in Appendix C. Except for the time of the personnel participating in the workshop, the cost of the sessions was less than $250. The design of the workshop focused on the use of local personnel. The term local was broadly interpreted to mean personnel in the Pittsburgh area, the Intermediate

Unit or constituent districts. Because of the success of the two workshops other kinds of programs will be developed during the 1982-83 school year which will relate specifically to concerns in the Northern Area. An intense effort will be made to identify skills of personnel in Northern Area School District that can be utilized in future workshops. Persons from local colleges and universities and various agencies will also be identified for participation in a number of programs. The model is not complicated and should be easy to implement.

It should be noted that the significant ingredient to school improvement is not the limited attention given to a significant problem or program in a brief workshop. Rather it is the sustained attention provided by knowledgeable personnel throughout the school year.

At the January 15, 1982 meeting of the committee selected to discuss the topic of Long Range Plans for School Improvement four major areas of concern were reviewed. They were (I) Curriculum and Instruction, (II) Instructional Concerns Relative to Management, (III) Management Issues, and (IV) Staff Development. (The agenda for the discussion reports is included as Appendix D.)

The above report concisely identifies many items that need to be resolved in moving to a meaningful and lasting program for school improvement. In the Spring 1982 issue of Catalyst for Change, Volume 11, No. 3, pp.11-14, Tim Roberts discusses the role of directors of special education. He stresses the responsibility and burden placed on people functioning in this area and bemoans their lack of authority. Following the enactment of P.L. 94-142 special education has experienced a marked change and persons developing and supervising such programs have greatly expanded responsibilities.

It is not the intent of this paper to explore the work in detail of any professional. However, special education, especially since P.L. 94-142, is a

classic example of an expanded function of the schools. In many cases this responsibility is being met with a reduction in personnel rather than through the addition of more skillful staff members. It is not unlike the situation which exists in many instructional areas.

As the financial situation worsens greater pressures will be exerted to drop many of the specialty positions which were created in the past five years. In such a climate instructional programs will either stagnate or drop in quality.

An alternative suggestion to eliminating highly skilled persons is to retain them in a cooperative arrangement to serve a few school districts. To have such a person serve a large number of school districts would result in an ineffective program for all districts.

School superintendents in the Northern Area were urged to explore the merits of this concept with their boards and if there is any interest a task force would be established to develop the idea in more detail. Of greatest concern in the development of cooperative ventures is the merging of local district identities. Some feel that were the concept carried too far the next step would be to merge the districts into a single school district.

A second factor deals with local pride. Many areas take great pains in attempting to prove that their district is better in almost every activity than any other district. Cooperative instructional efforts would tend to blunt such an attitude.

At the present time it appears that school officials could have two choices, i.e., continue a gradual erosion of various programs through the loss of key personnel or begin to explore ways by which certain functions can be continued and enhanced through the combining of resources and personnel. This paper suggests that many programs could be continued and made even more meaningful by combining some resources through cooperative efforts. In the Northern Area of

Allegheny County there are several programs already operating under the direction of the Northern Area Special Purposes Schools Committee which offer positive proof to such a suggestion.

APPENDIX A

(To James M. Burk paper)

TO: All Northern Area Superintendents

83

FROM: Jim Burk, Superintendent, Fox Chapel Area School District

SUBJECT: General Population and School Enrollments

DATE: December 17, 1981

Attached are various tables dealing with the general population and student enrollments by various groupings in the Northern Area of Allegheny County. You can see that even though some of our areas have experienced a decline in population, the regional summary shows an overall increase of about one percent.

When one examines the school enrollment data the picture is drastically different. In a period from 1980-81 to 1986-87 it is anticipated that our area will have 9,000 fewer students in school; the number from the current term to 1986-87 is about 7,450.

From a review of the school enrollment data it is apparent that in the next five years the enrollment area will lose the equivalent of one of our larger school districts. While the data are alarming there is no need to panic. However, the situation does suggest that we review with our Boards the severity of the problem and initiate a task force to study not just a single district, but the region as a whole. This task force could be assessed with the responsibility of not only confirming enrollment data, but also developing proposals for the most efficient and effective use of facilities and staff in our region. Certainly out of this study could come proposals for clusters of schools to do some things on a cooperative basis or share in the administration and supervision of certain programs.

These cooperative efforts might take place in the following areas:

1. Energy management
2. Maintenance, supervision and inspections
3. Transportation management and supervision
4. Business Services including purchasing
5. Personnel matters including negotiations
6. Auxiliary services
7. Curriculum development and supervision and coordination of various special education programs.

The list was presented merely to stimulate thinking. It is not all inclusive. However, it is my feeling that we ought to begin some serious discussions soon.

Every district submitted individual reports. It is suggested that in using this information in your school districts that those reports applying to you be included.

/sp

PERSONS BY RACE AND SPANISH ORIGIN AND HOUSING UNIT COUNTS: 1980

Plac	Persons									Housing Units		
				Race								
	1980	1970	Percent Change 1970 to 1980	White	Black	Am. Indian Eskimo, & Aleut	Islander	Other	Spanish Origin	1980	1970	Percent Change 1970 to 1980
Pennsylvania	11,866,728	11,800,766	0.6	10,654,325	1,047,609	9,459	64,381	90,954	154,004	4,597,412	3,927,206	17.1
Allegheny County	1,450,085	1,605,133	-9.7	1,286,603	150,246	1,003	7,737	4,496	8,175	570,970	533,554	7.0
Northern Area	221,375	219,886	0.7	217,972	1,730	99	1,216	355	1,033	82,106	67,116	22.3
Avonworth	9,077	10,291	-11.8	8,944	192	5	18	18	31	3,329	3,066	8.6
Ben Avon	2,314	2,713	-14.7	2,230	63	1	9	11	11	863	908	-5.0
Ben Avon Heights	398	443	-10.2	392	2	4	-	-	5	143	145	-1.4
Emsworth	3,074	3,345	- 8.1	2,971	93	-	5	5	8	1,279	1,066	20.0
Killbuck Township	1,219	1,694	-28.0	1,186	32	-	1	-	3	321	331	-3.0
Ohio Township	2,072	2,096	- 1.1	2,065	2	-	3	2	4	723	616	17.4
Babcock	11,657	12,078	- 3.5	11,535	52	13	41	16	62	4,135	3,401	21.6
Pine Township	3,908	4,259	- 8.2	3,887	13	-	8	-	16	1,248	1,135	10.0
Richland Township	7,749	7,819	- 0.9	7,648	39	13	33	16	46	2,887	2,266	27.4
Deer Lakes	14,064	14,042	0.2	13,936	66	10	32	20	48	5,082	4,286	18.6
East Deer Township	1,658	2,081	-20.3	1,606	42	4	-	6	9	721	728	-1.0
Frazer Township	1,509	1,887	-20.0	1,504	-	1	3	1	-	536	556	-3.6
West Deer Township	10,897	10,074	8.2	10,826	24	5	29	13	39	3,825	3,002	27.4
Fox Chapel	29,650	30,415	- 2.5	29,040	244	13	283	70	223	10,974	9,287	15.3
Aspinwall	3,284	3,541	- 7.3	3,271	1	7	3	2	9	1,530	1,306	17.2
Blawnox	1,653	1,907	-13.3	1,636	1	-	13	3	1	737	684	7.7
Fox Chapel	5,049	4,684	7.8	4,929	16	1	90	13	23	1,630	1,338	21.8
Indiana Township	6,080	5,621	8.2	5,970	80	-	16	14	17	2,034	1,606	26.7
O'Hara Township	9,233	9,209	0.3	8,938	101	4	160	30	92	3,004	2,502	20.1
Sharpsburg	4,351	5,453	-20.2	4,296	45	1	1	8	81	2,039	1,851	10.2
Hampton	14,260	12,515	13.9	14,120	73	1	48	18	42	4,874	3,423	42.4
Hampton Township	14,260	12,515	13.9	14,120	73	1	48	18	42	4,874	3,423	42.4
North Allegheny	36,243	31,591	14.7	35,634	196	9	319	85	148	12,384	8,885	39.4
Bradford Woods	1,264	970	30.3	1,263	-	-	-	1	4	419	276	51.8
Franklin Park	6,135	5,310	15.5	6,071	4	-	51	9	25	1,972	1,494	32.0
Marshall Township	2,594	2,907	-10.8	2,575	10	-	9	-	4	900	798	12.8
McCandless Township	26,250	22,404	17.2	25,725	182	9	259	75	115	9,093	6,317	43.9
Northgate	16,368	18,596	-12.0	15,957	342	17	24	28	58	7,803	7,074	10.3
Avalon	6,240	7,010	-11.0	6,058	165	5	7	5	21	2,838	2,527	12.3
Bellevue	10,128	11,586	-12.6	9,899	177	12	17	23	37	4,965	4,547	9.2
North Hills	42,750	41,204	3.8	42,003	435	10	255	47	200	16,417	12,677	29.5
Ross Township	35,102	32,892	6.7	34,394	421	8	237	42	149	13,386	9,822	36.3
West View	7,648	8,312	- 8.0	7,609	14	2	18	5	51	3,031	2,855	6.2
Shaler	47,306	49,154	- 3.8	46,903	130	21	196	53	221	17,108	15,017	13.9
Etna	4,534	5,819	-22.1	4,492	7	1	29	5	53	1,926	2,066	-6.8
Millvale	4,754	5,815	-18.2	4,736	-	8	3	4	13	2,142	2,111	1.5
Reserve Township	4,306	4,151	3.7	4,233	62	1	1	9	8	1,503	1,226	22.6
Shaler Township	33,712	33,369	1.0	33,442	61	11	163	35	147	11,537	9,614	20.0

Source: 1980 Census of Population and Housing - Advance Reports
PHC80-V-40 Pennsylvania
U. S. Department of Commerce
Bureau of The Census

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PAST AND PROJECTED STUDENT ENROLLMENT
BY GRADE AND YEAR FROM 1980-81 TO 1986-87

85

SCHOOL DISTRICT Northern Area Schools

Composite Summary

STUDENT ENROLLMENT							
GRADE	ACTUAL		PROJECTED (FIVE YEARS)				
	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87
K	2275	2249	2344	2315	2310	2365	2389
1	2532	2434	2260	2294	2142	2188	2230
2	2486	2441	2447	2336	2256	2164	2205
3	2785	2529	2498	2465	2239	2217	2120
4	3162	2854	2566	2616	2451	2284	2257
5	3304	3167	2870	2635	2550	2465	2300
6	3387	3297	3064	2866	2528	2503	2423
Ungraded Elem	227	216	207	199	190	183	175
7	3447	3421	3420	3261	2932	2638	2611
8	3619	3441	3319	3319	3125	2877	2601
9	3936	3687	3531	3452	3460	3226	2954
Ungraded Junior	73	65	69	68	67	62	61
10	3802	3824	3591	3439	3291	3325	3094
11	3989	3770	3761	3572	3381	3259	3295
12	3817	3869	3587	3630	3400	3237	3128
Ungraded Senior	182	186	182	179	170	167	162
Total	43023	41450	39716	38646	36492	35160	34005
Total El K-6	20158	19187	18256	17726	16666	16369	16099
Total Jr 7-9	11075	10614	10339	10100	9584	8803	8227
Total Sr 10-12	11790	11649	11121	10820	10242	9988	9679

The totals included in this table are summations of the other five tables.

...ST AND PROJECTED STUDENT ENROLLMENT

BY GRADE AND YEAR FROM 1980-81 TO 1986-87

SCHOOL DISTRICT Northern Area Schools

86

STUDENT ENROLLMENT							
GRADE	ACTUAL		PROJECTED (FIVE YEARS)				
	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87
K	1893	1857	1937	1856	1899	1949	1984
1	1895	1780	1689	1677	1593	1633	1677
2	1844	1772	1801	1710	1701	1618	1658
3	2088	1847	1820	1754	1665	1658	1568
4	2384	2111	1874	1850	1781	1691	1680
5	2538	2369	2122	1867	1847	1777	1691
6	2539	2513	2334	2129	1875	1855	1788
Ungraded Elem							
7	2713	2625	2635	2456	2233	1977	1957
8	2894	2717	2610	2538	2459	2239	1978
9	3491	3235	3076	2968	2988	2802	2554
Ungraded Junior							
10	3416	3429	3177	2989	2868	2887	2703
11	3633	3391	3365	3130	2952	2843	2858
12	3503	3526	3243	3251	3025	2851	2750
Ungraded Senior							
Total	34831	33172	31683	30175	28886	27780	26846
Total El K-6	12402	14249	13577	12843	12361	12181	12046
Total Jr 7-9	9098	8577	8321	7962	7680	7018	6489
Total Sr 10-12	10552	10346	9785	9370	8845	8581	8311

NOTE: Totals for each grade, i.e. K-6, should include students who may be in ungraded arrangement in your school district.

THIS FORM FOR: All Regular Public School Students in Your District. Projections are essential on this form only. Students enrolled in schools of your district but are the responsibility of another school district should not be included here. They should be on pink record.

PLEASE COMPLETE AND RETURN TO: Dr. James M. Burk, Fox Chapel Area School District, 611 Field Club Road, Pittsburgh, PA 15238.

PAST AND PROJECTED STUDENT ENROLLMENT
BY GRADE AND YEAR FROM 1980-81 TO 1986-87

SCHOOL DISTRICT Northern Area Schools

87

STUDENT ENROLLMENT							
GRADE	ACTUAL		PROJECTED (FIVE YEARS)				
	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87
K	19	17	13	13	13	15	13
1	86	93	91	83	84	80	81
2	120	117	99	96	90	86	85
3	147	139	126	108	101	91	87
4	150	158	148	135	120	113	103
5	146	147	132	127	112	96	91
6	130	157	146	130	126	111	95
Ungraded Elem	140	148	143	138	134	129	123
7	171	165	173	170	163	156	140
8	156	178	167	179	165	160	160
9	156	165	158	161	175	160	153
Ungraded Junior	54	49	51	49	47	45	45
10	103	145	138	140	136	149	136
11	81	115	156	153	150	142	158
12	74	92	101	141	137	139	133
Ungraded Senior	148	155	154	153	148	145	140
Total	1881	2040	1996	1976	1901	1817	1743
Total El K-6	938	976	898	830	780	721	678
Total Jr 7-9	537	557	549	559	550	521	498
Total Sr 10-12	406	507	549	587	571	575	567

NOTE: Totals for each grade, i.e. K-6, should include students who may be in ungraded arrangement in your school district.

THIS FORM FOR: All Students in the Public Special Education Programs, either in Your District, Allegheny Intermediate Unit Programs, or Other Intermediate Unit Programs. Provide your best estimate for 1982-83 through 1986-87.

PLEASE COMPLETE AND RETURN TO: Dr. James M. Burk, Fox Chapel Area School District, 611 Field Club Road, Pittsburgh, PA 15238.

PAST AND PROJECTED STUDENT ENROLLMENT
BY GRADE AND YEAR FROM 1980-81 TO 1986-87

SCHOOL DISTRICT Northern Area Schools

88

STUDENT ENROLLMENT							
GRADE	ACTUAL		PROJECTED (FIVE YEARS)				
	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87
K	3	1	3	2	3	3	2
1	2	3	3	4	4	4	3
2	4	3	6	4	6	4	6
3	7	6	6	8	9	7	6
4	8	9	5	5	8	7	5
5	8	9	11	8	6	9	8
6	7	9	7	9	5	4	7
Ungraded Elem	64	46	42	39	34	32	30
7	8	6	11	4	6	4	4
8	5	8	8	12	4	7	4
9	3	6	8	8	6	4	6
Ungraded Junior	9	10	12	13	14	11	10
10	9	7	6	9	10	8	5
11	10	8	7	5	8	9	7
12	6	13	8	7	11	8	10
Ungraded Senior	32	29	26	24	20	20	20
Total	185	173	169	159	154	141	133
Total El K-6	103	86	83	79	75	70	67
Total Jr 7-9	25	30	39	37	30	26	24
Total Sr 10-12	57	57	47	43	49	45	42

NOTE: Totals for each grade, i.e. K-6, should include students who may be in ungraded arrangement in your school district.

THIS FORM FOR: All Students in Approved Special Education Schools. Provide your best estimate for 1982-83 through 1986-87.

PLEASE COMPLETE AND RETURN TO: Dr. James M. Burk, Fox Chapel Area School District, 611 Field Club Road, Pittsburgh, PA 15238.

BY GRADE AND YEAR FROM 1980-81 TO 1986-87

SCHOOL DISTRICT Northern Area Schools

89

STUDENT ENROLLMENT							
GRADE	ACTUAL		PROJECTED (FIVE YEARS)				
	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87
K	6	4	3	4	3	5	3
1	1	2	4	5	4	8	9
2	7	5	5	3	5	5	3
3	6	6	5	7	4	5	5
4	13	8	7	8	8	6	7
5	19	12	9	6	7	7	4
6	17	16	8	9	8	4	8
Ungraded Elem	23	22	22	22	22	22	22
7	17	19	9	10	5	7	6
8	21	16	15	10	9	7	8
9	21	6	9	16	12	10	9
Ungraded Junior	10	6	6	6	6	6	6
10	12	11	5	7	11	9	7
11	6	8	10	8	11	12	12
12	-	4	10	11	9	8	9
Ungraded Senior	2	2	2	2	2	2	2
Total	181	147	129	134	126	123	120
Total El K-6	92	75	63	64	61	62	61
Total Jr 7-9	69	47	39	42	32	30	29
Total Sr 10-12	20	25	27	28	33	31	30

NOTE: Totals for each grade, i.e. K-6, should include students who may be in ungraded arrangement in your school district.

THIS FORM FOR: To record those students who don't fit any of the other categories. These may be students from other districts or Intermediate Units who have been placed in a home or institution located in your district and are attending either a regular or special education program. Provide your best estimate for 1982-83 through 1986-87.

PLEASE COMPLETE AND RETURN TO: Dr. James M. Burk, Fox Chapel Area School District, 611 Field Club Road, Pittsburgh, PA 15238.

PAST AND PROJECTED STUDENT ENROLLMENT
BY GRADE AND YEAR FROM 1980-81 TO 1986-87

SCHOOL DISTRICT Northern Area Schools

90

STUDENT ENROLLMENT							
GRADE	ACTUAL		PROJECTED (FIVE YEARS)				
	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87
K	354	370	388	440	392	393	387
1	548	556	473	525	457	463	460
2	511	544	536	523	454	451	453
3	537	531	541	588	460	456	454
4	607	568	532	618	534	467	462
5	593	630	596	627	578	576	506
6	694	602	569	589	514	529	525
Ungraded Elem							
7	538	606	592	621	525	494	504
8	543	522	519	580	488	464	481
9	265	275	280	299	279	250	232
Ungraded Junior							
10	262	232	265	294	266	272	247
11	259	248	223	276	260	253	260
12	234	234	225	220	218	231	226
Ungraded Senior							
Total	5945	5918	5739	6200	5425	5299	5163
Total El K-6	3844	3801	3635	3910	3389	3335	3247
Total Jr 7-9	1346	1403	1391	1500	1292	1208	1187
Total Sr 10-12	755	714	713	790	744	756	729

NOTE: Totals for each grade, i.e. K-6, should include students who may be in ungraded arrangement in your school district.

THIS FORM FOR: All Regular Students in Private and Parochial Schools in our out of Allegheny County. Provide your best estimate for 1982-83 through 1986-87. Students who are enrolled in the schools of your district but are the responsibility of another school district should not be included here. They should be on pink record.

PLEASE COMPLETE AND RETURN TO: Dr. James M. Burk, Fox Chapel Area School District, 611 Field Club Road, Pittsburgh, PA 15238.

BEST COPY AVAILABLE

APPENDIX B

A FIVE-YEAR SUMMARY

OF

SCHOOL DISTRICTS' MANAGEMENT DATA

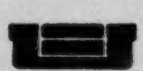
FROM

July 1, 1976 through June 30, 1981

Surveyed and Compiled

by

The Allegheny Intermediate Unit



Dr. Harold E. Oyer, *Executive Director*
Dr. W. Wayne Brandon, *Associate Executive Director*
Dr. Edgar A. Holtz, *Associate Executive Director*

THIS REPORT WAS AMENDED TO PROVIDE
SEPARATE DATA FOR THE NINE SCHOOL DISTRICTS
IN THE NORTHERN AREA OF ALLEGHENY COUNTY

April 22, 1982

SPECIAL NOTE

The original document was prepared under the supervision of Dr. Wayne Brandon, Assistant Executive Director of the Allegheny Intermediate Unit. Dr. Brandon also provided the separate date for the nine districts in the Northern Area of Allegheny County. The data and some additional interpretation comments were added to the report subsequently by Dr. James M. Burk, Superintendent of the Fox Chapel Area School District.

ALLEGHENY INTERMEDIATE UNIT

Suite 1300 · Two Allegheny Center · Pittsburgh, PA 15212
(Area Code 412) 323-5704

MANAGEMENT AND PLANNING SERVICES

TO: Superintendents in the Allegheny Intermediate Unit and School Officials in the Northern Area of Allegheny County

FROM: W. Wayne Brandon

SUBJECT: District Data Base

The Superintendents' Executive Committee proposed at its April meeting of 1981 that certain important aspects of school management for all districts in the Allegheny Intermediate Unit be compiled into a single report document.

Twenty management change factors, which were not readily available through current intermediate unit data, the PDE or elsewhere, were identified as having significant impact on school districts' decisions.

The information from the survey is intended to help districts in:

(1) Comparing individual district data with the averages, ranges, or aggrepate data from the total districts.

(2) Revealing the extent of work stoppages and litigation evolving from negotiated contracts.

(3) Finding how extensively dismissal and due process hearings are used.

(4) Noting factors such as unfunded borrowing, delinquent tax filings, changes in board composition, and reductions in staff which might be reaching critical levels.

(5) Addressing the critics who contend that the schools have failed to respond to enroll decline through reducing staff and closing buildings.

(6) Gaining insight for future decisions by observing current trends.

This report, coupled with the Fact Sheets [illegible]uld serve as the basis for a broader proposal for effective educatio[illegible]lanning, which would assist educational leaders in making informed judg[illegible] and decisions about the major issues affecting schools and their communities.

The information was collected over the summer and into the fall of 1981, and contains data beginning July 1, 1976 through June 30, 1981. Unfortunately, not all districts responded (39 of 46), and a few of the returns had questions omitted or answers that indicated the question had been misunderstood. Most of the misunderstandings were corrected by a telephone call or by a photocopy being sent to the district of the data in question.

Some of the findings are highlighted as follows:

....Length of tenure of superintendents in Allegheny County averages five years--somewhat longer than various averages (2 - 4 years) reported nationally. Northern Area 5.44.

....Experience of Board members avergaes six years with most boards having two men for each woman in membership. Meetings averaged almost four per month. Northern Area 5.06.

....Work stoppages occurred in all types of employee bargaining units during the five year period of the survey. While many districts were spared strike actions, virtually all experienced contract disputes or other litigation. In the Northern Area there was only one strike involving all classifications of employees; that was a teacher strike in the 1977-78 school year.

....Districts in the Allegheny Intermediate Unit responded to enrollment decline with staff reductions in all employee categories. "R.I.F.ing", when compared to normal levels, has impacted primarily on support personnel (aides, clerical, custodians, etc.) Even so, over 1,200 professional positions and over 300 classified positions have been eliminated in the five year span of the survey.

....Enrollments have declined steadily over the past five years--staff/pupil ratio has also declined.

....Enrollment decline has resulted in (59) school buildings being closed with savings estimated at over 1.9 million dollars annually. Ten of the buildings were located in the Northern Area of Allegheny County with an estimated annual savings of $261,000.

....Borrowing for investment purposes has been a slowly growing trend with about a third of the districts expecting to use this revenue producing program this year.

....More districts are filing more delinquent tax claims for more dollars each year.

....Administrative staff cuts have been heavy in most districts in recent years. Any positions added are for mandated programs, yet each year more than twice as many positions were eliminated as were added.

(continued)

We would be remiss if we did not thank all the administrative staff members from the districts listed on the last page who worked so diligently to provide this information. Further, special thanks go to Dr. Norman Green and Ellen Brondfield for their compiling the data, and also to Norm for most of the report format. 96

This document could be the beginning rather than the conclusion. If it has merit, there are two obvious and valuable additions that can be attempted; the first would be to extend it each year, and the second would be to appeal once again to the seven districts whose data is not included.

WWB/lak
2/11/82

Amended

4/12/82

ALLEGIENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA

AND

MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

		Number of Districts	Range	Mean
1.	Years superintendent has served in current district (as of 6/30/81).	38	0-23	5.70
N.A.	Years superintendent has served in current district (as of 6/30/81).	9	1-13	5.44

A.U. Tenure of superintendents in their current jobs ranged from less than half a year to 23 years. As of June 30, 1981, the average tenure of superintendents in the 38 districts reporting was 5.7 years.

N.A. Tenure of superintendents in their current jobs ranged from one year to 13 years. As of June 30, 1981, the average tenure of superintendents in the 9 districts reporting was 5.44 years.

		Number of Districts	Range	Mean
2.	Average experience of current Board Members (as of 6/30/81).	36	3-10.4	6.41
N.A.	Average experience of current Board Members (as of 6/30/81).	7	3.0-8.0	5.06

A.U. Board members, on the whole, are well seasoned. Of 36 districts responding to question #2, the average board member had been serving more than 6 years as of 6/30/81.

N.A. Board members, on the whole, do not have long tenure. Of 7 districts responding to question #2, the average board member had been serving less than 6 years as of 6/30/81.

		Number of Districts	Range		Mean
3.	Current Board Members by sex	39	M-F 9-0	M-F 3-6	M-F 6-3
N.A.	Current Board Members by sex	9	M-F 8-1	M-F 5-4	M-F 6-3

A.U. Males continue to maintain numerical dominance in most of the 39 districts responding. The average Board make-up shows 6 men and 3 women.

N.A. Males continue to maintain numerical dominance in most of the 9 districts responding. The average Board make-up shows 6 men and 3 women.

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ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

3. (Continued) School Board Configuration by Male and Female

Male		Female		Number	
A.U.	N.A.	A.U.	N.A.	A.U.	N.A.
9		0		1	-
8	8	1	1	9	1
7	7	2	2	11	3
6	6	3	3	10	2
5	5	4	4	5	3
4		5		2	-
3		6		1	-
				39	9

		Number of Districts	Range	Mean
4.	Average number of Board Meetings per month	37	1.12-12	3.65
N.A.		8	2 - 6	3.5

A.U. Board meetings are numerous and frequent in most of the 37 districts responding to this question. The data suggests that some respondents considered any and all meetings of board members, i.e. public, committee of the whole, special committees, etc., as reportable while others counted only the public meetings or called business meetings. The range of "meetings per month" was reported as 1 to 12. Even so, the average reported almost 4 per month.

N.A. Board meetings are numerous and frequent in most of the 8 districts responding to this question. The data suggests that some respondents considered any and all meetings of board members, i.e. public, committee of the whole, special committees, etc., as reportable while others counted only the public meetings or called business meetings. The range of "meetings per month" was reported as 2 to 6. Even so, the average reported 3.5 meetings per month.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICT

5. District Work Stoppages

Incidence by Group

A. Number of Districts
B. Duration of Days - Range
C. Duration of Days - Average
D. Total Days - All Districts Reporting

		1976-1977				1977-1978				1978-1979				1979-1980				1980-1981				Total Days
		A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	
Teachers	A.U.	5	1-37	15.2	76	4	5-21	13.75	55	2	16-19	17.5	35	3	1-35	24	72	6	2-40	14.6	88	326
	N.A.	0	0	0	0	1	17	17	17	0	0	0	0	0	0	0	0	0	0	0	0	17
Clerical	A.U.	-	-	-	-	1	4	4	4	1	40	40	40	-	-	-	-	1	32	32	32	76
	N.A.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Aides	A.U.	-	-	-	-	-	-	-	-	1	40	40	40	-	-	-	-	1	32	32	32	72
	N.A.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Custodians		1	28	28	28	-	-	-	-	1	18	18	18	-	-	-	-	1	32	32	32	78
	N.A.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	32	32	32	60
	N.A.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bus Drivers		-	-	-	-	-	-	-	-	-	-	-	-	1	30	30	30	-	-	-	-	30
	N.A.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

A.U. Work stoppages over a five year period among the 39 districts reporting reflects labor/management problems in every employee category. Table #5 shows distribution of incidence of work stoppages from 1976-77 to 1980-81. Data reflect employee days lost but not necessarily pupil days lost. Further, the data show duration of strike, not net number of days employees may have been "docked."

N.A. Only one work stoppage occurred in the Northern Area over the five year period, 1976-77 to 1980-81; that was a teacher strike that lasted for 17 days.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICT

6. Contract Disputes and Legal Action

Incidence by Type

A. No. of Districts Reporting Actions
B. Total Number of Actions
C. Range
D. Average

	1976-1977				1977-1978				1978-1979				1979-1980				1980-1981				
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	TOTAL
PLRB	5	7	1	1	3	3	1	1	4	5	1-2	1.25	6	8	1-3	1.33	14	22	1-3	1.57	45
N.A.	1	1	-	1	1	1	-	-	-	-	-	-	1	1	-	1	3	4	1-2	1.3	7
Grievances	16	102	1-29	6.38	23	100	1-25	4.35	23	83	1-16	3.61	28	151	1-18	5.39	34	183	1-37	5.38	619
N.A.	2	30	1-29	15	4	34	1-25	8.5	3	9	1-6	2.0	5	21	1-13	4.3	7	52	1-37	7.4	146
Arbitrations	8	16	1-5	2.0	9	14	1-3	1.62	12	18	1-3	1.5	17	29	1-3	1.71	24	41	1-5	1.64	118
N.A.	1	3	3	3	2	4	1-3	2	1	1	-	1	2	2	-	1	6	10	1-2	1.7	20
Local Agency Hearings	3	7	1-5	2.3	2	6	1-5	2.5	4	8	1-3	2	6	7	1-2	1.17	8	8	1	1	36
N.A.	1	1	-	1	1	1	-	1	2	3	1-2	1.5	2	3	1-2	1.5	3	3	-	1	11
ECP Due Process	1	-	-	-	4	-	-	-	5	-	-	-	2	-	-	-	3	-	-	-	18*
N.A.	-	-	-	-	1	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
Other Litigation	7	9	1-2	1.29	5	5	1	1	6	8	1-2	1.33	11	21	1-4	1.91	12	29	1-6	2.42	72
N.A.	-	-	-	-	1	1	-	-	-	-	-	-	2	2	-	1	1	1	-	1	3
Dismissal Hearings	2	2	1	1	2	3	1-2	1.5	3	3	1	1	2	3	1-2	1.5	6	11	1-4	1.83	21
N.A.	-	-	-	-	1	1	-	1	2	2	-	1	1	1	-	1	1	1	-	1	5

A.U. Grievances were shown to be not only the most numerous of contract disputes for the 39 districts reporting, but also afflicting an ever increasing number of districts. Arbitrations showed a similar pattern of growth during the five year period.

N.A. Grievances were shown to be not only the most numerous of contract disputes for the 9 districts reporting, but also afflicting an ever increasing number of districts. Arbitration showed a similar pattern of growth during the five year period. As staff reductions continue more emphasis will be given to local agency hearings.

*Data reported on ECP Due Process actions were misinterpreted and the total of 18 is an estimate.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

7. Reduction of Positions

A. Number of Districts with Reductions
B. Number of Positions Eliminated

	1976-1977		1977-1978		1978-1979		1979-1980		1980-1981		Position Reduction Totals
	A	B	A	B	A	B	A	B	A	B	
Teachers Elementary	17	118.1	16	89.6	22	132.2	23	101.6	28	143.7	585.2
N.A.	6	26.6	5	17.1	4	17.2	6	23.4	7	31.3	115.6
Teachers Secondary	15	76.5	21	79.5	19	94.5	28	97.9	28	132	480.4
N.A.	6	10.0	5	11.7	2	19.5	5	13.5	4	23.5	78.2
Classified Aides	6	46	6	21	7	22.7	10	30	10	46	165.7
N.A.	1	7	2	12	3	2.7	3	15	6	37	73.7
Nurses	4	4	8	8	1	1	2	2	7	5.6	20.6
N.A.	2	2	2	2	-	-	1	1	2	1.1	6.1
Guidance Counselors	3	4	2	1.5	5	6	3	4	5	6	21.5
N.A.	1	1	1	1	1	1	-	-	1	1	4.0
Administrators	9	13.1	6	13.4	11	12.5	11	16	9	11.17	66.17
N.A.	2	1.1	2	2.4	3	2.5	1	2	1	1	9.0
Other Professionals	6	8	5	9	4	8	5	7.75	7	14	46.75
N.A.	1	1	1	1	-	-	-	-	1	0.5	2.5
Classified Custodians	10	39.5	12	33	9	25	12	34	13	37	168.50
N.A.	2	3	3	8	1	1	2	5	3	15	32.0
Classified Maintenance	1	1	1	3	3	5	5	6	3	4	19.0
N.A.	-	-	-	-	-	-	2	2	-	-	2.0
Classified Other	9	31	10	30	11	39	13	46	8	20	166.0
N.A.	5	9.5	2	2	2	5	3	8	2	3	27.5
Total A.U.											1739.48
Total N.A.											350.60

Reductions in staffing occurred in all of the categories, both professional and classified in generally increasing numbers over the five-year period surveyed. As might be expected, the greatest numbers are in elementary staffs, with reductions in secondary positions following close behind. Custodial positions have also been dramatically reduced. Aides of various kinds coupled with classified "others" show the greatest reduction in relation to their original numbers.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

8. Increase in Positions

A. Number of Districts with Additions
B. Number of Positions Added

	1976-1977		1977-1978		1978-1979		1979-1980		1980-1981		
	A	B	A	B	A	B	A	B	A	B	TOTAL
Teachers Elementary	3	5.5	5	14.5	5	11.5	5	9.0	6	11.5	52.0
N.A.	-	-	1	0.5	3	7	3	2.5	-	-	10.0
Teachers Secondary	6	7.5	8	17	8	37	9	11	5	6.1	78.6
N.A.	1	1	2	2.5	3	13	3	3.5	2	3.5	23.5
Administrators	0	0	3	3	7	10	6	6	2	1.5	19.5
N.A.	-	-	1	1	3	5	4	4	-	-	10.0
Other Professionals	2	1.5	6	15.5	5	7	8	15	6	15	54.0
N.A.	-	-	1	1.0	3	5	5	6.5	2	5	17.5
Classified Aides	5	9	8	18.5	3	5	3	3	3	8	43.5
N.A.	3	6	3	12	1	2	3	3	-	-	23.0
Classified Clerical	0	0	3	3	6	8.95	6	11.6	7	11	40.55
N.A.	-	-	1	1	4	6.95	1	3	3	4	14.95
Classified Other	1	2.5	9	31	6	13	6	22.5	5	22.5	91.5
N.A.	-	-	4	16	1	6	2	9	2	8	39.0
Total A.U.											379.65
Total N.A.											137.95

As might be expected, relatively few positions have been added during the five-year survey period. The data revealed that additions to staff related in most cases to new or revised programs; and in almost no instances seemed associated with enrollment increases. Some arbitrary judgment was applied in cases where staff changes appeared to result simply from title or job switching.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

9a. Aggregate Staff of Districts Reporting

	1976-1977		1977-1978		1978-1979		1979-1980		1980-1981	
	N		N		N		N		N	
All Professional	35	8,602	35	8,399	36	8,693	37	8,813	38	8,751
N.A.	9	2,417.7	9	2,389.3	9	2,386.6	9	2,346.7	9	2,350.7
All Classified	33	3,778	33	3,752	34	3,850	36	4,082	37	4,070
N.A.	9	1,179	9	1,187	9	1,180.25	9	1,174.25	9	1,151.25

Aggregate staff of districts in the survey was not always reported for all districts for each year. Thus, the numbers for aggregate staff shown in Table 9a. should be viewed in light of the number of districts shown to be reporting.

9b. Aggregate enrollment of Districts Responding by Years - N=39

	AIU ADM. Fact Sheet				DEAS 1059
	1976-77	1977-78	1978-79	1979-80	1980-81
Enrollment (All Districts)	179,276	171,293	161,571	152,908	145,182
N.A.	43,577	41,548	39,218	37,342	35,299

A.U. As expected, the aggregate enrollment of the 39 districts has dropped significantly over the five-year period. Enrollment data for prior years was not requested on the survey form, but is included here using the AIU data sources.

N.A. As expected, the aggregate enrollment of the 9 districts has dropped significantly over the five-year period. Enrollment data for prior years was not requested on the survey form, but is included here using the AIU data sources.

10. Total Professional Staff/Pupil Ratio of Districts Responding

	1976-1977		1977-1978		1978-1979		1979-1980		1980-1981	
	N		N		N		N		N	
Professional Staff to Pupils	33	17.86	34	17.53	34	17.21	35	16.55	36	16.44
N.A.	9	18.03	9	17.39	9	16.44	9	15.92	9	15.02
Range of Staff to Pupil Ratio	11.4 to 21.7		13.5 to 20.9		12.1 to 20.3		12.0 to 20.1		13.5 to 23	
N.A.	14.9 to 20.0		14.8 to 20.0		14.6 to 18.0		13.4 to 18.0		12.7 to 17.1	

A consistent drop in professional staff-pupil ratio is reported for the five-year period. Even though several districts chose not to report these data, it may be assumed that the trend would be similar for all Intermediate Unit districts as a whole.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

11. Buildings Closed

	1976-1977		1977-1978		1978-1979		1979-1980		1980-1981	
	Dist.	Bldgs.	Dist.	Bldgs.	Dist.	Bldgs.	Dist.	Bldgs.	Dist.	Bldgs.
Elementary	5	10	8	8	8	13	7	9	9	13
N.A.		2		3				2		2
Middle	1	1	0	0	1	1	0	0	0	0
Junior High	1	1	0	0	0	0	2	2	0	0
N.A.		1								
High School	0	0	0	0	0	0	0	0	1	1
Totals										
Per Year	7	12	8	8	9	14	9	11	10	14
N.A.	0	3	0	3	0	0	0	2	0	2

NOTE: Steel Valley closed Sr. High. (11-12) & Intermediate Sch. (9-10) for New four year school (9-12).

Although many districts reported no school closings during the five-year period, it is apparent that many buildings have, in fact, been closed. Totals for the five-year period indicate that 59 buildings throughout the Intermediate Unit have been closed with several projected to be closed in the near future. Ten of these were in the Northern Area (9 elementary buildings and one junior high)

12. Estimated Operational Savings (Non Cumulative and Minus Personnel Costs)

	No. of Districts		Amount	
	A.U.	N.A.	A.U.	N.A.
Elementary	20	4	$1,297,800	$211,000
Middle	1		38,000	
Junior High	2	1	45,000	50,000
High School	2		135,000	
TOTAL			$1,915,800	$261,000

13. Buildings Recommended for Closing - Recommendation Not Carried Out

	1976-77 through 1980-81			
	No. of Districts		No. of Bldgs.	
	A.U.	N.A.	A.U.	N.A.
Elementary	5	3	7	5
Middle	0	0	0	0
Junior High	0	0	0	0
High School	0	0	0	0

Three of the 39 districts surveyed reported that recommendations had been made to close buildings. The recommendations for closing a total of seven buildings were not carried out by the end of the 1980-81 school term.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

14. Temporary Loans on Anticipated Receipts

	1976-1977	1977-1978	1978-1979	1979-1980	1980-1981
Number of Districts	8	8	10	9	12
N.A.	3	3	4	4	4
Average Amount	1,066,561	1,113,624	1,224,049	1,403,555	1,334,875
N.A.	750,000	750,000	988,250	1,178,750	1,302,500
Aggregate Amount	8,532,490	8,908,992	12,240,494	12,631,996	16,018,498
N.A.	2,250,000	2,250,000	3,865,000	4,715,000	5,210,000

Both the number of districts borrowing on anticipated receipts and the average amount borrowed have shown an upward trend over the five-year period surveyed. Still the total number of districts taking advantage of such temporary loans represents fewer than half of the 39 districts surveyed or fewer than half of the districts in the Northern Area.

15. Unfunded "Floating" Debts as Approved by the Court

	1976-1977	1977-1978	1978-1979	1979-1980	1980-1981
Number of Districts	1	3	3	6	5
N.A.	0	0	0	0	1
Average Amount	250,000	301,666	196,667	544,277	719,333
N.A.	0	0	0	0	1,100,000
Aggregate Amount	250,000	905,000	590,000	3,265,667	3,596,667
N.A.	0	0	0	0	1,100,000

The growth of unfunded debts, while reported by very few districts, has grown each year with a dramatic increase reported for the past two years.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA FOR NORTHERN AREA SCHOOL DISTRICTS

16. Type of Capital Outlay Being Considered

	A.U.	N.A.
General Obligation	16	4
Local Authority	7	2
State Authority	1	0
Capital Improvement & Equipment Loan	1	0
Other	1	0
Undecided	0	1

Bonds for capital outlay being considered appeared to be predominantly general obligation. The large majority of districts, however, reported no plans for capital outlay borrowing.

17. Delinquent Property Tax Filed - Aggregate Dollar Amount

A. Number of Districts
B. Aggregate

1976-1977		1977-1978		1978-1979		1979-1980		1980-1981	
A	B	A	B	A	B	A	B	A	B
33	5,646,418	33	6,425,588	33	6,584,870	34	7,157,643	34	7,277,226
9	1,207,482	9	1,405,629	9	1,542,615	9	1,513,758	9	1,653,088

Most districts reported significant amounts in delinquent property tax filed. While the trend is not dramatic, the aggregate amount of delinquent taxes has been growing over the five-year period.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
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18. Enrollments Projected by Responding Districts (Aggregate)

A. Number of Responding Districts
B. Total Number of Students

	1981-1982		1982-1983		1983-1984		1984-1985		1985-1986	
	A	B	A	B	A	B	A	B	A	B
Elementary	39	59,561	39	54,304	37	49,731	37	48,448	35	43,470
N.A.	9	13,887	9	13,017	9	12,689	9	12,272	9	12,125
Secondary	38	78,675	37	72,536	35	66,852	35	63,557	33	56,762
N.A.	9	19,830	9	18,775	9	18,125	9	17,280	9	16,250
All Other	9	582	9	560	9	521	9	513	9	504
Total		138,674		127,215		116,880		112,460		101,515
N.A.	9	33,717	9	32,092	9	30,814	9	29,552	9	28,375

Enrollments are projected to continue their decline over the five-year period, 1981 through 1982. Total number of students projected in Table #18 must be viewed in the light of number of districts reporting. As with other aggregate data in the survey, some districts chose not to respond with estimates.

19. Trends in Grade Organization Patterns in Responding Districts - N = 37

	1976-77	1977-78	1978-79	1979-80	1980-81
K - 6 - 3 - 3	12	12	11	11	8
N.A.	4	4	4	3	2
K - 6 - 2 - 4	8	9	8	7	8
N.A.	2	2	2	2	2
K - 5 - 2 - 2 - 3					1
K - 6 - 3 - 3 - 3	4	4	4	5	5
N.A.				1	1
K - 6 - 6	3	2	3	3	3
K - 4 - 4 - 4	2	3	3	3	3
K - 5 - 3 - 4	4	4	4	5	7
N.A.	2	2	2	2	3
K - 5 - 3 - 2 - 2	2	2	3	1	1
N.A.	1	1	1	1	1
K - 6 - 2 - 1 - 3	1				
K - 5 - 3 - 1 - 3	1	1	1	2	1

The most prevalent grade organization pattern has been the K - 6 - 3 - 3. However, the K - 6 - 2 - 4 has the same number of districts as the K - 6 - 3 - 3 pattern in 1981. The organizational pattern with the most rapid rate of increase is the K - 5 - 3 - 4.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
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20. Administrative Staffing Trends
R = Reductions
A = Additions

	1976-77		1977-78		1978-79		1979-80		1980-81	
	R	A	R	A	R	A	R	A	R	A
Adm. Ass't.			1		1	2			2	1
Ass't to Supt.		3	1							
Ass't. Prin. - Non-Specific					1				2	
Ass't. Prin. - Elem.					1				1	
Ass't. Prin. - Middle/Jr H.S.		1	1							
Ass't. Prin. - High School						1	2		1	1
Ass't. Supt. - Non-Specific N.A.	2				2		2 2	1	2 1	
Ass't. Supt. - Adm. Serv.								1		
Ass't. (Vice) Acting Vice Prin.			1							
Coord. - Audio Visual	2									
Coord. - Curriculum	1				1		1		1	
Coord. - Gifted N.A.						1 1				
Coord. - Practical Arts									1	
Coord. - Programs 11 & 12 N.A.								1 1		
Coord. - Reading N.A.								1 1		
Coord. - Special Services							1		1	
Dir. - Athletic		1								
Dir. - Auxiliary Serv.									1	
Dir. - Cafeteria/Food Serv.	1		1							
Dir. - Elementary Ed. N.A.	1					2 1			1 1	

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

20. Administrative Staffing Trends, (cont'd.)

R = Reductions
A = Additions

	1976-77		1977-78		1978-79		1979-80		1980-81	
	R	A	R	A	R	A	R	A	R	A
Dir. - Secondary Ed.	2					2	1	2	2	
N.A.	1					1			1	
Dir./Supv. - Curr. & Instr.						2		1		
Dir. - Operations									1	
Dir. - Personnel/Pup.Pers.		1							1	1
N.A.		1								
Dir. - School/Comm.Relations					1					
Dir. - Special Project										1
Dir./Mgr. - Transportation							1			1
Principal - Elementary	1		5		5		2			
N.A.			1							
Principal - Middle/Jr.H.S.								1		1
Principal - High School					1		4	1	1.17	
N.A.							2	1		
Prog. Specialist - Comm.										1
Prog. Specialist - English			1							
Prog. Specialist - Health Serv.					1					
Prog. Specialist - Reading			1							
Prog. Specialist - S.Studies			1							
Supv. - Elementary	1				1		1		1	
Supv. - Pupil Personnel						1				
Supv. - Pupil Services			1							

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

20. Administrative Staffing Trends, [cont'd.]

R = Reductions
A = Additions

	1976-77		1977-78		1978-79		1979-80		1980-81	
	R	A	R	A	R	A	R	A	R	A
Counselor - Elementary				1		1				
Liaison Teachers								2		
N.A.								2		
Psychologists				1						
N.A.				1						
Plant/Program Manager					1					1
Business Mgr./Specialist						1	1		1	
N.A.						1				
TOTALS	11	6	14	2	16	13	14	11	20.17	8
N.A.	1	1	1	1	0	4	4	5	3	0

Table #20 reflects the wide variety of titles used for administrative positions in the districts responding and how broadly administrators, supervisors, and directors have been affected by administrative reorganization. In several enstances where positions were reported as eliminated-added, the appearance of simple title changes suggested that there had not been a change in personnel. The data clearly indicates that the number of positions eleiminated is about double the number added, suggesting that even though programs have been added in the schools, administrative staffs have been substantially reduced overall.

ALLEGHENY INTERMEDIATE UNIT DISTRICT MANAGEMENT DATA
AND
MANAGEMENT DATA OF NORTHERN AREA SCHOOL DISTRICTS

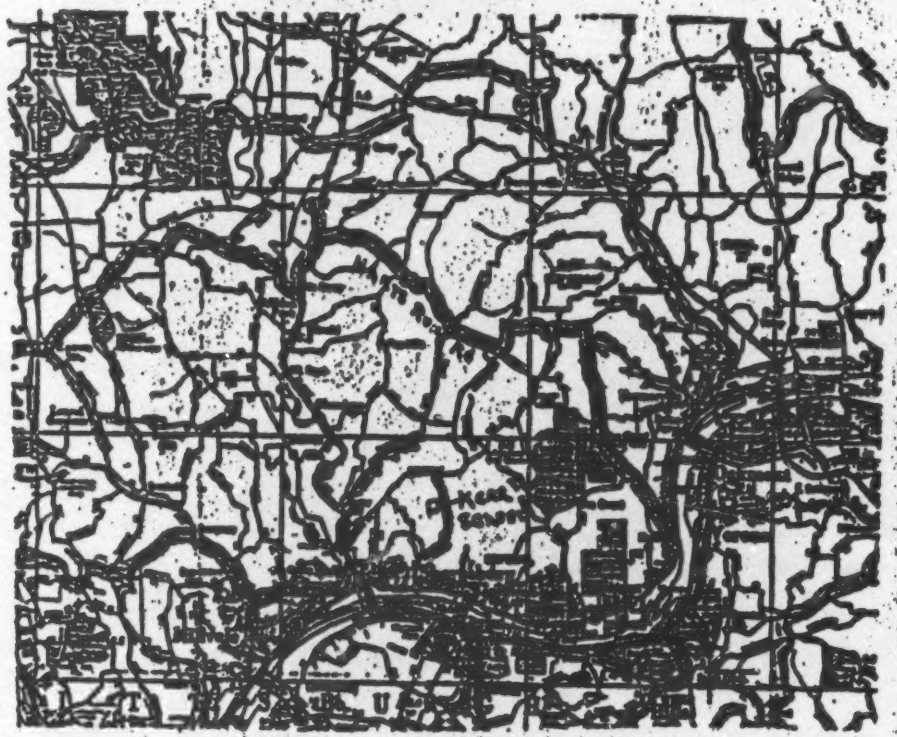
Participating School Districts

Allegheny Valley
Avonworth
Babcock
Baldwin-Whitehall
Bethel Park
Brentwood
Carlynton
Chartiers Valley
Clairton
Deer Lakes
Duquesne
Elizabeth Forward
Fox Chapel
Gateway
Hampton
Highlands
Keystone Oaks
McKeesport
Montour
Moon
Mt. Lebanon
North Allegheny
Northgate
North Hills
Penn Hills
Plum
Quaker Valley
Riverview
Shaler
South Allegheny
South Fayette
South Park
Steel Valley
Sto-Rox
Turtle Creek
Upper St. Clair
West Allegheny
West Jefferson Hills
West Mifflin

APPENDIX C

FOX CHAPEL AREA SCHOOL DISTRICT

Locator Map



Directions to Kerr Elementary

I. Via Rt 8
   1. South on Rt 8 to Harts Run Road - turn left
   2. Harts Run Road to Dorseyville Road - turn right
   3. Dorseyville Road to Sharpsburg-Kittanning Road - turn left
   4. Kerr School is on West Side of Sharpsburg-Kittanning Road

II. Also via Rt 8
   1. South on Rt 8 to Kittanning Street which becomes Dorseyville Road - turn left
   2. Kittanning Street-Dorseyville Road to Kittanning Road - turn right
   3. Kerr School is on West Side of Sharpsburg-Kittanning Road

III. Via Rt 19
   1. South on Rt 19 to Rt 28
   2. Rt 28 to Sharpsburg - get off By-Pass at Sharpsburg Exit and proceed through Sharpsburg via Rt 28, Freeport Road, to 16th Street - turn left
   3. At intersection of 16th Street and Sharpsburg-Kittanning Road - turn right
   4. Kerr School is on West Side of Sharpsburg-Kittanning Road

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CHILD ABUSE

SEXUAL
PHYSICAL
PSYCHOLOGICAL

NORTHERN AREA WORKSHOP
KERR ELEMENTARY SCHOOL
FOX CHAPEL AREA SCHOOL DISTRICT
FEBRUARY 17, 1982
9:00 - 3:15

PROGRAM

8:15	Registration and Coffee	
9:00	Welcome	Dr. James M. Burk Superintendent Fox Chapel Area School District
	Introductions	Mrs. Katherine R. Thomas Supervisor of Pupil Services Fox Chapel Area School District
9:30	Keynote Speaker Child Abuse in Western Pennsylvania	The Honorable Patrick Tamilia Judge, Court of Common Pleas
10:30	Legal Ramifications for School Personnel	J. Richard Lauver, Esq. Kirkpatrick, Lockhart, Johnson & Hutchison
11:15	Service Follow-through	Ms. Karen Hudock Children and Youth Services
11:45	Morning Wrap-up and Evaluation Afternoon Overview	Dr. Innocenzio Grignano Allegheny Intermediate Unit
12:30	Lunch	

Small Group Sessions (Choose Two)

1:15	1. Treatment Issues	Ms. Mary Pat Donegan Karma House
	2. Film and Discussion	Ms. Nancy Wramor Psychologist Northgate School Dist.
2:00	3. Parental Rights/Child Rights	Ms. Carol McCarthy Supervising Attorney Child Advocacy Unit of Neighborhood Legal Services
	4. Families in Transition	Ms. Carol Saith Parents Anonymous
2:45	Wrap-up	Dr. James Manley Ass't. Superintendent Northgate School Dist. and Mrs. Katherine R. Thomas
3:15	Adjournment	

This workshop is a cooperative effort of three organizations...
Allegheny Intermediate Unit
Northern Area Superintendents' Association
Northern Area Administrators for Pupil Personnel Services

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AGENDA

Child Abuse - Seminar II

LaRoche College Science Center

May 5, 1982

9:00 - 9:30	Registration and Idea Sheet
9:30 - 11:00	SCAN Team Meeting
11:00 - 11:45	Questions
12:00 - 12:45	Lunch
1:00 - 1:45	Group Simulation
2:00 - 2:45	Cross-group Simulation
2:45 - 3:00	Discussion of Development of Northern Area Child Study Team
3:00 - 3:15	Future Workshop Planning

SCAN Team included Staff Members from Children's Hospital:

1. Dr. Sue Nathan, Child Psychologist
2. Dr. Jack Reinhart, Psychiatrist
3. Dr. Myra Lipes, Pediatrics
4. Mr. Richard Wheland, Social Services
5. Ms. Sue Hughes, Social Worker
6. Ms. Karen Hudock, Children and Youth Services
7. Ms. Harriet Bennett, SCAN Coordinator - Parental Stress Center

All other sessions were conducted by personnel from the Intermediate Unit, Regional Education Support Center-North, or Districts included in the Northern Area.

APPENDIX D

Major Discussion Points
January 13, 1982

I. Curriculum and Instruction

1. Concern with emphasis on Curriculum--leads to concentration on planned course development--instructional implications of secondary importance.

2. Emphasis on prioritizing of EQA data etc.--forces concentration on raising percentiles rather than examining deeper problems.

3. Improvement of instruction rarely established as a priority goal.

4. Instructional area difficult since it involves personal competence. Need for trained staff to be involved in instructional leadership.

5. Technical assistants often caught between curriculum and instructional issues.

6. Lack of clear process for integrating five areas of LRPSI. Tendency to see the five sections as separate chunks of the final report. Management needs help in seeing program as integrated unit.

7. Lack of expertice in administrative staff and technical assistance personnel for dealing with implicitly massive task of instructional analysis and examination.

Recommendations

A. Heavier emphasis on needs assessment:

- More in-depth analysis of testing results.
- Identification of major problem areas (narrowing of task (public opinion approach).
- Concerns-based identification of problem areas.

B. Technical assistants identify and clarify possible forms of assistance in instructional as well as curricular assistance.

C. Preparation of current supervisors and management in instructional supervision as separate from evaluation.

Evaluation needed in areas of person, process, product.

D. Climates need to be established which encourage growth rather than search for security.

E. Effect of personnel cut-backs on supervision and instructional leadership must be recognized and planned for.

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F. Effect of cutbacks in higher education tends to cut service personnel first.

G. The implications of LRPSI are very time consuming. Issues of time must be considered and responded to.

II. Instructional Concerns Relative to Management

1. Planning to raise district levels of awareness regarding importance of instructional issues.

2. Redistribution of knowledge from districts who do focus on instruction.

3. Monitoring system including questions leading toward consideration of instruction issues.

4. Establishment of area cells for cooperative efforts in instructional issues.

5. Need to examine goals, desired outcomes, underlying assumptions, reasonable alternatives.

6. Need to examine new partnerships of administrators, IU and IU personnel to put in major efforts at addressing instructional processes and problems.

7. Identification of responsibility for faculty improvement.

8. Continuity and nature of technical assistance--partnership role--how can impact be magnified; and adequate numbers of technical assistants be trained and supported.

9. Establishing of credibility of external assistants is a critical concern.

10. School boards change rapidly and long-term efforts are subject to whims.

11. Superintendents are in political positions which are not supportive of major change efforts.

12. Teachers need to be recognized and rewarded for meritorious efforts.

13. Middle management lacks job security.

14. There is already a plathora of tasks to be accomplished by all levels of school personnel.

Recommendations

A. Cooperative networks between districts to cut costs.

B. Realistic assessment of goals, assumptions, resources.

C. Strengthening of technical assistance services.

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D. Partnerships with new conceptualizations--broader scope--greater impact.

E. Joint IHE, LEA, IU appointments.

III. Management Issues

Note: Some of the previous issues are related to management as well as instruction and curriculum.

1. Is current elementary/secondary certification policy appropriately given changes in principal role?

2. It is possible for district to adopt PDE 12 goals in lieu of establishing own goals. What are the implications of this for long range planning and the technical assistants?

3. Section II does not necessarily interface with other sections. (This might well be said of bther sections also.) The role of the technical assistant could be critical in leading beyond the minimal use of this section.

4. The technical assistant is in a never-never land. They are to act as agents of state and district and yet are often expected to exert influence. They are operating from an essentially powerless base.

5. Need for PDE to orchestrate a process which allows for districts to see the larger picture and their relationship to it.

6. How can technical assistants be helped in seeing and contributing to continuity of the plan?

7. The issue of registration and implicit approval needs major consideration.

8. The emphasis on test scores, integration, drug, etc. data may limit moving to broader interpretations of management improvement.

9. Management of instruction is not included in Section II yet is critical.

10. The questions of management style, stakeholder groups need to be examined in greater depth.

Recommendations

A. Ideal document would be a process manual.

B. Use of Wave I districts to provide help in improving planning process.

C. Registration process needs to be more meaningful.

D. Perhaps choice of concentration on certain areas of LRPSI would encourage more in-depth analysis of certain areas.

E. Role limitations need to be studied.

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F. Some way of encouraging "hide-out" districts to cooperate with intent needs to be identified.

IV. Staff Development

1. Need for extensive understanding of effective schools and the role of group responsibilities is essential.

2. Technical assistance relationships should be lasting ones.